

Vendasta Mission Statement & Culture Guide





Our Mission Statement

Our mission is *to be the #1 Platform for selling digital solutions to local businesses.*

We're looking to be *the* end-to-end eCommerce platform for experts who deliver digital products and services to local businesses worldwide.

Let's achieve this together!



Why are we here?

At Vendasta, **local** is the motivation behind the software we build and **everything we do**.

At Vendasta, we believe in helping local businesses survive and thrive in a world that's more competitive than ever—all through the help of trusted local experts like traditional marketing agencies, media companies, and more who have been helping them with their marketing needs for years. It's why we created the white-label Vendasta Platform for selling digital solutions to local businesses.

As Vendastians, we share this common goal of supporting local businesses and helping them conquer in today's digital world. This collective goal drives the work we do, decisions we make, and ways in which we work together to **#ConquerLocal**.

Why do you want to join Vendasta?

The opportunities to grow, learn, and drive impact are endless. As Vendastians, we have the opportunity to have a direct impact on local economies around the world, grow professionally every single day, and have a *really* great time doing it.

As a company of approximately 700, we are home to some of the best & brightest talent in sales, development, marketing, and more—and we *love* sharing that knowledge and helping each other grow. At Vendasta, we have a saying that we can be **one company, many careers** to any one Vendastian. We encourage our team members to seek out opportunities to lead & learn in their areas of expertise to launch the next phase of their career with Vendasta.



Our culture

There are many ways to define 'company culture:'

*"**Company culture** is the shared values, attributes, and characteristics of an organization... It is evident in the way an organization's people interact with each other, the values they hold, and the decisions they make."* (Doyle)

*"**Company culture** is the summation of how people within an organization interact with each other and work together."* (Perucci)

*"A **company's culture** consists of the values that drive the way management and employees interact with one another, shape staff behavior, influence how it feels to work in the company, and impact the reputation it builds with customers, other businesses, and the public."* (Glassdoor)

While much of these statements ring true at Vendasta, we consider culture to be much more than that—we consider it to be one of the **driving forces** behind our **growth & success** as an organization. With this in mind, we've assembled this document to outline what we value and how we work & collaborate at Vendasta as a part of our culture guide.

Culture Overview

Vendasta's culture has been foundational in our ability to grow quickly while maintaining our continued level of business success. It stems from a **Work Hard, Play Hard** vision that started when we were a company of 10 in 2008, and now has grown into nearly 700 equally passionate and entrepreneurial Vendastians ready to collaborate and overcome any challenge in front of them.



Built on our core values of drive, innovation, respect, and agility, Vendasta has a culture of learning and continuous growth, driven by a group of passionate and diverse people with values that mirror those of the company. Vendasta's people work to make others better, think big, and are obsessed with solving the customers' problems. Vendasta's culture centers around an environment of trust, making time to have fun, and having a bias for action. The culture continues to be the backbone of Vendasta's success.



Our People

At Vendasta, we don't aim to hire the same types of people over and over. We look to hire individuals who bring different backgrounds, perspectives, and points of view that can **complement one another** and **drive innovation & diversity**. We call this hiring for a **culture addition**, instead of a *culture fit*. So, what *does* make somebody typically successful in the Vendasta culture?

Our core competencies

✓ Action-oriented

- Enjoys working hard; is action-oriented and full of energy for facing challenges; not fearful of acting with a minimum of planning & seizes opportunities.

✓ Deals with ambiguity

- Can effectively cope with change; can shift gears comfortably and act without having the total picture; can comfortably handle risk and uncertainty.

✓ Integrity & trust

- Is widely trusted & seen as a direct, truthful individual; can present the unvarnished truth in an appropriate manner; admits mistakes, and doesn't misrepresent themselves for personal gain.

✓ Intellectual horsepower

- Is bright & intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable, and agile.

✓ Active listening

- Practices attentive listening; has the patience to hear people out and can accurately restate & act on the opinions of others, even if they disagree.

✓ Motivating & positive attitude

- Creates a climate in which people want to do their best; empowers others; makes each individual feel his/her work is important; is someone people like working for and with.



And our core values

✓ Drive

- Has a committed persistence to win, nurtured by motivating, rewarding, and challenging work.

✓ Innovation

- Creatively capitalizes on emerging technologies, trends, and knowledge to solve new challenges or take advantage of industry opportunities.

✓ Respect

- Honours teamwork, partnerships, and collaboration with business partners and stakeholders.

✓ Agility

- Fearlessly pursues continual improvement through iteration, change, and action orientation.

Our Work

How do we love to work?

As Vendastians, we prioritize working relationships and the opportunities to **solve meaningful problems** in the **best ways** for our Channel Partners and their SMBs through:

- **Frequent collaboration** | collaboration brings people together to explore different perspectives, ideas, and expertise that often result in more innovative & inclusive solutions
- **Working backwards** | in true customer obsession fashion, Vendasta adopts Amazon's 'Working Backwards' model of starting with the customer's need first and working backwards to solve it



- **Radical candor** | creating an honest & respectful culture of feedback that allows everyone to continue to move in the right direction together
- **Innovation always** | thinking big and think differently, looking around corners for ways to serve customers, meet their needs, and solve their biggest problems
- **Bias for action** | valuing calculated risk-taking to act with speed & urgency when time is of the essence to make a decision or take action
- **Learning from mistakes** | admitting when we've erred, taking constructive feedback, and learning from the mistakes we've made to be better because of them
- **Leading with sunshine** | acting as a positive source of energy by inspiring, motivating, and reassuring others; seeking solutions rather than dwelling on problems

When it comes to the work at Vendasta, we let **10 key strategic decisions** guide the **software we develop** and the **work we produce**:

- 1) **Be one platform** | prioritize configuration, not customization
- 2) **Act as a system of engagement** | our software is *the thing* users use, including internal users, as applicable.
- 3) **White label** | consider everything and allow no leaks for Channel Partners through product or service rebranding
- 4) **Data lives in our system** | data should always live in Vendasta's systems, not in 3rd party tools and programs
- 5) **DIY and DIFM interfaces** | wherever possible, software & services should be designed so that users can do everything themselves or have some or all tasks done for them
- 6) **Friction-free self-serve** | make it easy for Channel Partners & SMBs to love our platform, with no hidden configurations
- 7) **Speed is a necessity** | if a feature or application is slow, users won't use it; speed is a necessary feature for all applications



- 8) **Control data & communications** | all communications and data are in our own system wherever possible
- 9) **API-first mentality** | develop APIs that are consistent & reusable to allow for the best user experience
- 10) **Continuously deliver value** | deliver iteratively and avoid shocking total rewrites or big bang releases, where possible



Communication & Transparency

Communication and transparency are an important part of Vendasta's culture in how we drive and align the company strategy to team members at all levels of the organization. We are committed to maintaining transparent communication where possible through various key initiatives.

Weekly 'All Hands' Meeting

All Hands is a mandatory meeting that takes place at 12:05 every single Friday. All Hands aims to keep the entire Vendasta team informed of the happenings of the company and celebrate items like new additions to the team, employee recognitions, anniversaries, and promotions. It's a perfect spotlight into Vendasta's culture of communication, collaboration, and transparency.

Weekly Sprint Bazaar

After the All Hands meeting, Vendasta's development teams host a Sprint Bazaar, in which team members demonstrate product features that they have worked on in the past biweekly development period (or 'sprint'). This allows them to showcase their work and elicit feedback in real-time.

Vox Populi

Vendasta encourages open communication and allows anyone to ask a question to be addressed at each week's All Hands meeting. This activity is facilitated via our "Vox Populi" program, in which questions can be asked and voted up or down by others



depending on the popular vote. These questions are fielded by the CEO and/or other senior leaders in the organization who may have input or solutions.

Officevibe

Vendasta utilizes a third party tool called Officevibe to allow team members to anonymously submit feedback to the People Operations team and Vendasta leaders. The tool gives team members a voice in the organization to share how they feel, express what's going well, and what they need through Officevibe's anonymity engine. Leaders can respond to feedback from their teams and dig into the survey results, allowing them to share and discuss high level feedback as a team to get to the heart of any issue together—ultimately creating a culture of openness.

Kudos Program

Recognition is an important part of what we do, so Vendasta hosts a '#kudos' channel in Slack (our team collaboration tool), so employees may give daily recognition to one another through the demonstration of Vendasta's 16 Leadership Principles. Each week at the Friday All Hands meeting, the Executive team member hosting reviews all #kudos submitted weekly to determine which examples best embody Vendasta's Leadership Principles and highlights them. Nominated #kudos recipients (up to a maximum of 3) will receive a \$25 gift card to a local business of their choice from Vendasta as a thank you.

The Front Step (Intranet)

The Front Step (Vendasta's Intranet) creates a transparent culture and allows the company to easily share information. Team members can access information like company road maps, asset kits, training materials, and the employee manual. It is the centralized resource for Vendasta employees to access useful company information and is updated on a regular basis.



The Importance of Continual Learning

At Vendasta, we are consistently trying to be better than we were yesterday—better at solving customer problems, better at leading within our teams and industry, and better at delivering results every day. All of this is achievable through continual opportunities for learning, both formally and informally. At Vendasta, *we learn from each other*, learn *from our mistakes*, and learn *from industry experts*.

Opportunities for Learning

Mentorship

Vendastians are notoriously hungry for tools and programs that aid in developing our leadership strengths & capabilities—and the Mentorship Program does just that. The Vendasta Mentorship Program was designed on the premise of leaders—like our S-Team—mentoring leaders. The program is designed to run 2 separate mentorship cohorts per year, offering a curated experience for program participants. Each cohort runs for a duration of 6 months, with 7-8 mentor/mentee pairings per cohort.

Mentorship however, does not always need to be formalized. Vendastians are encouraged to seek and provide mentorship to one another through giving advice or feedback. After all, the best opportunities to learn are usually from each other.

VendastaLead

Each month Vendasta's People Operations team hosts a leadership development workshop called VendastaLead. VendastaLead focuses on providing theory, strategy,



and tools to current and aspiring leaders at Vendasta—empowering them to support and develop their teams along the employee journey. VendastaLead also serves as a community for Vendasta’s leaders to share their experiences and knowledge with one another in a safe and trusting environment.

Professional Development & Continuing Education

At the approval of your divisional GM and on the basis of your tenure & role, Vendasta may be able to provide financial assistance to team members enrolling in educational courses, professional qualifications, and/or conferences. These professional development opportunities are great ways to learn from industry experts and apply your newly learned knowledge to your role.

Vendasta Library

Vendasta keeps a well-stocked library full of professional development books spanning a wide variety of topics like agile development principles, leadership development, coaching, productivity, and so much more. Additionally, we’re always looking for recommendations from our teams for new reads to add to the library. Feel free to submit a request for a new book to be added at any time.

Hackathons + Tech Demos

Within our R&D function at Vendasta, the teams practice two ongoing traditions for continual learning & development: quarterly hackathons and weekly tech demos. Hackathons act as a way for team members to partner with someone new and solve a problem that is exciting or challenging to them.

Tech demos offer more of a frequent opportunity for R&D team members to share their knowledge or experience with the rest of the team. Team members can choose to present on topics like a problem they solved that week, a new technology they’ve



learned, or findings from a conference they've taken. Alternatively, if the team member prefers, there is also an active Medium blog in which they can share their knowledge.

Ideas on Tap

On a monthly basis, Vendasta hosts its own event called Ideas on Tap. Ideas on Tap acts as a way to bring in members of the community, industry, and Vendasta team to learn together on one important subject, spanning from marketing & sales to development & data. We bring in big-name external speakers, as well as ask internal team members to give talks on the subject of the month in an effort to spark discussion and learning opportunities.

Opportunities for Feedback & Growth

One-on-Ones

Weekly one-on-ones are one of the most important ways you can connect and communicate with your manager. One-on-ones take place between you & your manager on a weekly cadence and provide an opportunity to discuss how you're doing, day-to-day tasks & responsibilities, goals & development plans, and more.

Quarterly Performance Evaluations

At Vendasta, we believe in frequent opportunities to communicate & provide feedback between team members & leaders. In addition to weekly one-on-ones, we administer quarterly performance evaluations through our HRIS, BambooHR. These performance evaluations are based around the Vendasta Leadership Principles and involve peer, self, and manager feedback for a full picture of performance and goal-setting.



Bi-annual Managerial Assessments

Twice per year, Vendasta's Managers are evaluated by their team members (should they have 3+ reports) against 11 Managerial Quality Metrics and given feedback on their performance and impact as a Manager. This was originally adopted from Google's *Project Oxygen* and then adopted to align with Vendasta's culture.

360 Reviews

At a team member's request (or with the change of a job level or advancement), a 360 review can be performed to gather more in-depth peer & manager feedback. The 360 review aims to provide actionable feedback to a team member and give them a better understanding of their contributions to their team.



The Fun Stuff

You know what they say about *“all work and no play...”*—but trust us when we say our workplace is anything but dull. At Vendasta, we believe in making the time you spend at work and with your colleagues something to enjoy. Read on to learn more about some of the ways we strive to achieve this:

Social Committee

The Social Committee is a volunteer group at Vendasta that puts on fun in-person & virtual events for the entire staff to take part in. These events encourage our team members to get to know each other better outside of day-to-day working relationships and build connections & bonds. Some classic events the Social Committee offers are:

- Spirit weeks
- Karaoke & trivia nights
- Halloween costume contest
- The annual Party in the Park and Holiday Party
- ... and so much more.

Additionally, the Social Committee manages our House Cup Competition, where each and every Vendastian is split up into a house based around our core values of Drive, Innovation, Respect, and Agility. These houses compete for points to win the much-coveted House Cup at the end of the year Holiday Party. Trust us, the competition gets heated! 🔥

Community Support

The Community Support Committee is another volunteer group at Vendasta that focuses its time and investment in three core areas:



- Enriching the lives of underprivileged children and youth in Saskatchewan, our home province
- Digital literacy and STEM education in Canada
- Promoting and advocating for a strong technology ecosystem in Canada

Vendasta's Community Support Committee meets several times a year to assess community donation/sponsorship requests. The members review applications and approve investments based on how well the opportunities align with our charitable values. Our Community support efforts at Vendasta include:

- Event sponsorships
- Organizational donations
- Communicating and organizing #vharmony volunteer opportunities for Vendastians
- Providing work hours (0.5 hours per year) for volunteering
- Employee donation matching up to \$100/year

Happy Hour

Every Friday from 3 PM - 4 PM, Vendasta provides beverages and connection opportunities to its team at the office. This Happy Hour aims to help bring team members together, celebrate the week, and solve problems through collaboration & shared innovation. And hey, you may even get the opportunity to take on some of our resident foosball pros, like our CEO Brendan King!



Works Cited

Doyle, Alison. "What Is Company Culture?" *Balance Careers*, 17 September 2020, <https://www.thebalancecareers.com/what-is-company-culture-2062000>. Accessed 14 September 2021.

Glassdoor. "Company Culture: Definition and Identifiers." *Glassdoor*, 2021, <https://www.glassdoor.com/blog/guide/company-culture/>. Accessed 14 September 2021.

PandaDoc. "PandaDoc Culture Code." *PandaDoc*, 2021, https://docs.google.com/document/d/1QBQfina8vXi7lYdnts_51c62sKUMi78RQbwkEi_pW2w/edit. Accessed 21 September 2021.

Perucci, Darren. "What Is Company Culture (And Why Is It Important)?" *BambooHR*, 20 August 2018, <https://www.bamboohr.com/blog/what-is-company-culture/>. Accessed 14 September 2021.